

Human Resource Management

1. Define People Analytics

HR analytics is also known as people analytics, workforce analytics, or talent analytics. Human Resource analytics is about analyzing an organization's people problems using data. It enables one to answer critical questions about the organization. For example:

- How high is your annual employee turnover?
- How much of your employee turnover consists of regretted loss?
- Do you know which employees will be the most likely to leave your company within a year?

These questions can only be answered using data. Most HR professionals can easily answer the first question. However, answering the second question is harder. To answer this second question, one would need to combine two different data sources: Human Resources Information System (HRIS) and Performance Management System.

To answer the third question, one would need even more data and extensively analyze it as well. HR departments have a tradition of collecting vast amounts of HR data. Unfortunately, this data often remains unused. As soon as organizations start to analyze their people problems by using this data, they are engaged in HR analytics.

2. What is Recruitment Process Outsourcing?

Recruitment Process Outsourcing (RPO) is when a company transfers all or part of its permanent recruitment to an external provider. An RPO provider can act as an extension of a company's HR or Resourcing function, sitting on site with the client providing a holistic hiring solution. An RPO provider can deliver the necessary staff, technology, and methodology needed to fulfill a client's recruitment requirements.

3. Define Competency Mapping

Competency Mapping is a process to identify key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. A competency is defined as a behavior (i.e. communication, leadership) rather than a skill or ability.

4. How is AI Redefining HR Operations?

AI-driven tools are helping core HR operations innovate and understand how they are preparing organizations for a hyper-connected future. AI-powered tools have already started making their impact felt in recruitment and hiring. In addition to automating the repetitive tasks of scouting for resumes, screening social media profiles, scheduling interviews, or managing the candidate database, several organizations are relying on technology to help them choose the right candidate. By hyper-personalizing the learning experience for employees, smart technology will practically do away with the classroom approach to learning and facilitate a participative, effective, and engaging training and development ecosystem. The collection and analysis of employee data in order to identify the underlying trends in the workforce will be an indispensable part of the AI-powered revolution in HR.

5. What are Assessment Centers?

Assessment centers use a set of exercises & simulation techniques to assess the aptitude & skill-set of the candidate/employee for a specific role. It makes use of various exercises like role-play, in-basket exercises, simulation exercises etc. This

- process is used for selection, promotion, training and development purposes wherein external experts are engaged to conduct the exercises.
- 6. Define 360-degree feedback**

It is used as a performance management technique wherein feedback is taken from all the stakeholders involved – Superiors, peers, subordinates as well as the customers in order to obtain a holistic view on one's performance.
 - 7. What is Programmed Learning?**

A systematic method of teaching job skills involving presenting questions or evidences allowing the person to react, and giving the learner instant feedback on the accuracy of his or her answers.
 - 8. What is Action Learning?**

A training technique by which management trainees are allowed to work full time analyzing and solving problems on other departments.
 - 9. Explain Behavior Modeling**

A training technique in which trainees are first shown good management techniques in a movie clip, are then instructed to play roles in a simulated situation and are then given feedback and praise by their supervisors.
 - 10. Explain Salary Curve**

A survey aimed at determining prevailing wage rate. A good salary survey provides specific wage rates for specific jobs. Formal written questionnaires surveys are the most comprehensive, but telephone surveys and newspaper ads are also source of information.
 - 11. What is an In-Basket Exercise?**

An in-basket exercise assesses a candidate's ability to perform a manager's job from an administrative perspective. In the exercise, the candidate is confronted with issues and problems that have accumulated in the manager's "in-basket" after returning to work from an extended absence. The candidate's task is to review the in-basket items and then take action on these varied issues and problems using action forms to record notes, comments, and responses. These actions are then assessed and rated based on job related competencies through a formal question and answer session by a group of trained raters.
 - 12. What is Reverse Mentoring?**

Reverse mentoring refers to an initiative in which older executives are paired with and mentored by younger employees on topics such as technology, social media and current trends.
 - 13. What is Action-reflection learning?**

A practice which helps one to become a better learner through reflection, assumption testing, and question asking by solving real business problems. It's generally done in a small group with a team approach where members equally contribute and learn/teach each other. Action-reflection is a process of continuous learning.
 - 14. Explain Acqui-hiring**

Acqui-hiring or Acq-hiring (combination of words "acquisition" and "hiring") is a relatively new phenomenon in tech industry which stands for purchasing companies in

order to recruit and acquire its employees, while the product of the company becomes secondary.

15. What is a Blended workforce?

Blended workforce consists of a variety of employees on different types of contracts such as full-time staff, part-time employees, temporary employees, independent contractors and freelancers. It introduces diversity in the workforce and provides the employers with flexibility to let go of freelancers and temporary workers without compensation first in case the business goes bad.

16. What is a cost per hire?

Cost-per-hire is one of the most important and most commonly used hiring and recruiting metric. Cost per hire is linked to recruiting talent and refers to the total cost of bringing the new employee to the company, including the expense of recruitment process, equipment, travel costs, administrative costs and benefits.

17. What is a Functional resume?

Functional resume lists experience and skills regardless of chronological work history often having gaps in employment history. Although dates are still included on the functional resume in the section which lists places of employment and job title, main focus is a section which highlights qualifications, skills and accomplishments.

18. Define Full-time equivalent (FTE)

Full-time equivalent refers to a unit which indicates the workload of an employed person in a way that makes workloads comparable across various contexts. It allows companies to standardize salaries by finding an equivalent salary between the part-time and those working full-time.

19. What are learning management software and systems (LMS)?

Learning management software and systems refer to a software platform created to be a place of learning and training for companies and their employees. Recently LMS became cloud-based solutions, allowing access to training and other LMS content and features online using a standard web browser making it possible for IT firms to remain on the cutting edge by helping them distribute new information quickly and efficiently to all workers that must stay informed.

20. What is a Massive open online course (MOOC)?

Massive open online course refers to online course with an open-access designed to be available to a large/unlimited number of participants. More and more employees resort to this type of learning in order to improve their skills or get a higher level of education. Employers can provide employees with information about massive open online courses. Participants get the course materials such as study materials, lectures and videos.

21. What is Myers-Briggs type indicator (MBTI)?

Myers-Briggs type indicator refers to well-known psychological test designed to distinguish personality types by measuring people's psychological preferences. The personality is divided into four dichotomies, with 16 personality types possible. MBTI states that there are two main human functions: judging function (thinking –logical or feeling-empathetic) and perceiving function (sensing –concrete or intuition-abstract). Both functions are expressed by an individual in either introversion or extroversion form. Companies use MBTI so they can see how to better support employees, if the

new employees will fit into the existing team and whether people are suitable for leadership roles.

22. What are Predictive analytics in HR?

Predictive analytics in HR refers to the technology used for HR purposes which uses statistics and learns from existing data in order to predict future outcomes. It serves as a decision making tool. In recruiting predictive analytics are used to analyze data from resumes, job descriptions, ATS and HRIS systems to predict various talent management outcomes.

23. What is resume parsing?

Many HR Professionals use CV and Resume Parsing tools to automate the storage, import and analysis of data and text on CVs and resumes. The most common format of a CV or resume that recruiters receive is Word or PDF. Even though these documents are easy to read and understand to us, computer interpretation is more difficult.

24. Define Recruiting metrics

Recruiting metrics refers to measurements used to gather, analyze and track hiring success and optimize the hiring process in order to make more informed decisions and receive the best return on investment. They include application completion rates, cost per hire, retention rates, offer acceptance ratio and quality of hire.

25. What is a talent pipeline?

Talent pipeline refers to a pool of potential candidates, either company's employees who are promotion prospects or external candidates, who are qualified and ready to fill a position. Talent pipeline is an aftermath of "relationship-centric" recruiting and it shifts company's strategy from reactive to proactive recruiting. Instead of searching for candidates that fit an immediate need, talent pipelining focuses on building relationships with a passive talent for future opportunities.